



CIVIL WRITES

SPRING 2001

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PERSONAL LEADERSHIP STATEMENT

By Richard Newman

My ability to lead is not based on formal authority. My ability to lead is grounded in how I articulate a vision and how I influence others to embrace that vision as if it were their

own. For an organization to be truly successful and effective every employee must assume leadership responsibilities and behaviors. Even if it accomplishes no more than being able to lead themselves better. Every person in the organization must accept and act like a leader no matter how risky or uncomfortable it might seem. Leadership means being an effective follower, when the situation warrants it.

Leadership is about giving the organization the tools to excel and then having the courage to allow the climate to exist where everyone is empowered to make meaningful decisions and has the

opportunity to excel. My personal commitment is to become a superleader, Manz and Sims (1990).

I will accomplish this goal by (1) initial modeling; (2) verbal coaching, and; (3) gradual development of self-leadership.

I will always try to provide helpful, constructive feedback. I will continually strive to use positive communication. I will continue to shift my view of conflict from something negative to one that presents an opportunity for mutual growth and improvement of the relationship. I will actively engage in the role of change agent. I will continue to recognize the importance of keeping people in the information loop. I will continue to include as many people as possible in the decision making process. I will strive to encourage trust by always remembering what Bennis and Goldsmith (1997) suggest with their four Cs, competence, congruity, constancy, and caring.

Continued
on page 2



CIVIL RIGHTS OFFICER

Richard Newman

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GovExec.Com

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ACT-600

Dana Picorale
ACT-550

Ray Stover
ACT-1A



Personal Leadership Statement

(Continued from page 1)

**Competence:**

I will always seek new learning opportunities.

People who follow me must trust my capacity to do the job.

Congruity:

I will always strive to be a person of integrity. What I say and what I do will be aligned.

Constancy:

I will not waver in the heat of battle. I can be counted on to support and defend those who rely on me no matter how unpopular the position.

Caring:

I will always consider the implications of my actions and the results of my decisions and how those actions may affect other people. People will know that I care.

Most important of all, I will strive to enhance my leadership style by sharing: expectations, information, power, authority, rewards, and success.

**BASIC SIGN LANGUAGE CLASS**

On March 15 to May 3, 2001 the Civil Rights Staff, ACT-9 sponsored a Basic Sign Language class. The course was a great success! Here's what some of our participants had to say:

Dana Picorale, ACT-500: Before beginning this class I was often nervous about communicating with a deaf person. I would see Kim or Alice and want to say "Hello" but didn't know how. I also didn't know if either of them wanted to communicate with someone who didn't know how to sign. Since taking this class I have learned that if you don't take the chance and try to communicate with people you may pass up the opportunity of knowing someone who has a lot to offer. I believe that most times the hearing are intimidated by a deaf person or are sometimes scared to approach them. Kim, Alice, and Ann have all taught me that if you are polite and respectful to people, they are usually polite and respectful in return. Deaf people have dreams, ideas, problems, and personalities just like everyone else, only they experience it in a different way. I believe that if you have the opportunity to communicate with the deaf, don't pass it up. You may learn a whole new way of hearing.

Carolyn Pokres, ACT-70: I'd like to say that after taking this class with Kimberly Tweedle, I realize, even more, how hard it must be for a deaf person in the work place. One has to be lucky enough to have knowledgeable and supportive caregivers, so that they are exposed to everything available to them - such as a special phone, lights, and maybe dog. Kimberly, thank you for all your hard work and patience,

Vienna Drago, ACT-9: I feel that learning some Sign Language is an accomplishment of another language. I have great respect for those who can master this difficult language. Even though I do not know much more than the alphabet, numbers, and a few short sentences, I have the confidence and the interest to become proficient. It has given me insight into the frustrations of non-hearing people, dealing with hearing people.

Kathy Henuset, Detail ACT-9: Working with the deaf was a very comfortable experience. Kimberly Tweedle is a professional and that made working with her a joy. The Sign Language class that I attended helped me even more with communication. It was an excellent class and I hope to take it again in the future.

Alice Reese, ACT-600: I would have to say Sign Language is a wonderful language to speak by showing our emotions and expressions.



CIVIL WRITES

HIGHLIGHTS OF THE ACCOUNTABILITY BOARD

WRITTEN BY
VIENNA L. DRAGO, ACT-9



- ⇒ The Accountability Board was created by the FAA Administrator in July, 1998. It was initially limited to occurrences of sexual harassment, misconduct of a sexual nature, and related reprisal.

The Accountability Board has now been expanded as of June 30, 2000 to include allegations or incidents of verbal, written, graphic, or physical harassment and other misconduct that creates or that may reasonably be expected to create an intimidating, hostile, or offensive work environment based on race, color, religion, gender, sexual orientation, national origin, age, or disability.

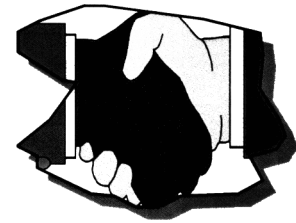
- ⇒ All incidents of misconduct should be reported as soon as possible after the incident occurs, but not later than 60 days after the date the incident is alleged to have occurred.
- ⇒ It is emphasized that all incidents of misconduct that come to management's attention MUST be reported to the Accountability Board, even if there is no specific complaint

or the individual reporting the misconduct does not find the behavior personally offensive. Harassment and misconduct are subject to disciplinary action and will not be tolerated at any level.

ACCORDINGLY, NO EMPLOYEE IN THE FAA SHALL:

- ⇒ Engage in harassment or other misconduct that creates or may create an intimidating, hostile, or offensive work environment.
- ⇒ Engage in sexual harassment or misconduct of a sexual nature.
- ⇒ Take reprisal action against any person who provides information concerning incidents or allegations.
- ⇒ Knowingly make a false accusation of misconduct.
- ⇒ Condone or ignore, while in a supervisory position, misconduct of which the supervisor has knowledge. The supervisor must report the allegation to the Accountability Board Coordinator within 2 workdays of the date the allegation is first made. Allegations or incidents of misconduct of a sexual nature include behavior that falls short of the legal definition of sexual harassment but nonetheless impacts job performance or is not conducive to a professional work environment. Actions that may not meet the legal definition of sexual harassment, depending on the specific circumstances, but may be considered misconduct of a sexual nature include a sexual joke, remark, or question or an unwelcome letter or telephone

call. However, allegations of discrimination involving non-selections, disciplinary actions, promotion, performance management, or other personnel actions are not included. The procedures outlined above are separate from the EEO Discrimination Complaint Process and the Negotiated Grievance Process and do not extend or limit the timeframes in those processes.



- ⇒ To report an occurrence, contact HRM, ACT-10 at the Technical Center or you can call directly to the Office of the Accountability Board at (202) 267-3065 in Washington, DC. The website is www.faa.gov/ahr/policy/order/orders/1110_125A.cfm.



William J. Hughes Technical Center
Diversity Council

Vision Statement

...to create a more effective workforce which maximizes human potential and appreciates human dignity by valuing and respecting people as individuals . . .

Contact:
Ray Stover, ACT-1A
(609) 485-4404

A New View of Conflict

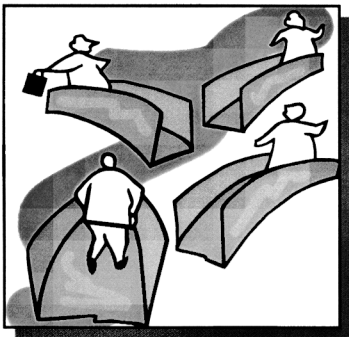
From perceiving conflict as always being...



1. A disruption of order, a negative experience, an error, or mistake in a relationship.
2. A battle between incompatible self-interests or desires.
3. An isolated event we allow to define the entire relationship.
4. A struggle between right and wrong, good and evil.

To perceiving conflict as often being...

1. An outgrowth of diversity that might hold possibilities for mutual growth and improving the relationship.
2. One part of a relationship, a part that involves needs, values, perceptions, power, goals, feelings, and so on, not just interests or desires.
3. Occurrences that punctuate a long-term relationship and that can help clarify it.
4. A confrontation between differences in certain aspects of a relationship, but not to the exclusion of other aspects that are still there to build on.



**This was taken from The Eight
Essential Steps to Conflict Resolution
by Dudley Weeks, Ph.D.**



**SESAME PLACE
TICKETS ARE NOW
AVAILABLE**

**Summer
Fun!**

Sesame Place tickets
are now available for **\$29.00**.
They may be purchased at the NAFEC
sales table on **Tuesdays & Thursdays
from 11:30 to 12:30**. You must show
your membership card. Membership
cards may also be purchased at the
sales table for \$4.

SPECIAL OBSERVANCES

MAY 2001

Asian Heritage Event Month

**"People with Disabilities"
Information Booth**

JULY 2001

**Surf Baseball Game/
Picnic ACT-30
(Page 7)**

SEPTEMBER 2001

**Intermediate
Sign Language Course**

Hispanic Heritage Month

OCTOBER 2001

Hispanic Heritage Month

People with Disability Month



Black History Month



The Technical Center Region (TCR) National Black Coalition Federal Aviation Employees (NBCFAE) continued in its tradition of highlighting the progress, richness, and

diversity of achievements of African Americans through Black History Month celebrations. Throughout the month, displays of African American history and culture were displayed in the William J. Hughes Technical Center (WJHTC) Atrium. The display entitled, "African Art is...Images of Power and Identity" are photos of metal, wood, and terra-cotta art from plates provided by the Smithsonian National Museum of African Art. Works of art from Africa dated from the 14th, 15th, 16th, 19th, and early 20th Centuries were included in the pictorial display.

Another display exhibited notable African American heroes and heroines who helped to shape America's social, cultural, and scientific heritage. TCR's Black History Month programs and displays are specifically designed to be enlightening and informative, as well as entertaining.

The official opening ceremony for Black History month was held on Feb 7, 2001 at the WJHTC. The program was a combined effort of Technical Center Region



NBCFAE, William J. Hughes Technical Center Office of Civil Rights, and the National Society of Black



Engineers (NSBE). This year's theme "Creating and Defining the African American Community: Family, Church, Politics, and Culture" is the

reaffirmation of struggle and the determination to change attitudes and heighten the understanding of the African American experience. The opening ceremony explored the wonder of African American history through the power of music with a dramatic storyteller and professional vocalist and singer, Wincey Terry.

Ms. Terry leads the WINCEYCO Inc., a performance troupe from North Jersey. Ms. Terry has worked with music and film industry giants such as Spike Lee, Bill Cosby, and Tina Turner. In a 60-minute assembly, WINEYCO, Inc. enlightened the audience, which consisted of Technical Center employees and local high school students, through stories and songs. These stories and songs went on the journey through time,

revealing the origins of great music such as calypso, ragtime, the blues, R&B, jazz, Hip Hop, and more. The program captured the spirit, the rhythm of innovation and the journey of African American history. The Technical Center Region, led by (TCR) member Beatrice Campfield, continued its celebration of Black History month on





February 27, 2001 at the WJHTC. In a program entitled "Understanding Our Past", the TCR members and friends portrayed African Americans who were instrumental in the Anti-slavery movement and the Civil Rights Movement. The program also included poetry, Gospel music, KWAANZA dance, and a fashion show. Sandy Harris portrayed Sojourner Truth by doing the poem "Ain't I A Woman?" and Maurice Johnson portrayed Frederick Douglass doing his famous "July 4th Speech." The large audience was further enlightened in Nella House's portrayal of Harriet Tubman by giving a synopsis of her work on the Underground Railroad. This portion of the program ended with Sam Wilson sharing information, "Day of Jubilee", which is New Year's Day in 1863 when President Abraham Lincoln signed the Proclamation to free the slaves.

The Civil Rights Movement included Ken Hitchens' portrayal of Malcolm X and Bobby Nichols' portrayal of Dr. Martin Luther King, Jr., Chinita Roundtree-Coleman ended the segment with the poem "Equality."

Music filled the auditorium when JoAnn Williams sang



Yulanda Adam's "I Rise" and The New Hope Baptist Church Youth Choir sang 3 spirited selections.

Many attendees commented on the discipline of such young voices. Guest TaMar LaSure further captivated the audience with her KWAANZA dance. Various forms of African attire were on display as TCR members and friends showed their modeling talents and walked across the stage. The program ended with Angela Lewis reciting a poem by Maya Angelou. As in the past, the TCR gave the WJHTC employees an opportunity to sample typical African American dishes during the Soul Food Feast after the program in the atrium. Any donations from the food sampling benefited the TCR scholarship fund.



"COMMUNICATE WITH THE DEAF"

VISIT THE FOLLOWING WEBSITES FOR VALUABLE INFORMATION

1. [HTTP://WWW.HANDSPEAK.COM](http://WWW.HANDSPEAK.COM)
2. [HTTP://WWW.DEAFBASE.COM](http://WWW.DEAFBASE.COM)
3. [HTTP://WWW.DEAFNESS.ABOUT.COM](http://WWW.DEAFNESS.ABOUT.COM)
4. [HTTP://WWW.DEAF.COM](http://WWW.DEAF.COM)
5. [HTTP://WWW.DEAFRESOURCES.COM](http://WWW.DEAFRESOURCES.COM)
6. [HTTP://WWW.DEAFDOGS.ORG](http://WWW.DEAFDOGS.ORG)
7. [HTTP://WWW.DEAF-REACH.ORG/](http://WWW.DEAF-REACH.ORG/)



For more information
contact Kimberly Tweedle
via ccmall or at
Kimberly.Tweedle@tc.faa.gov

EEO MEDIATION PROCESS

By Vienna L. Drago



The Alternate Dispute Resolution (ADR) process is an effective method for employees to solve disputes in the workplace. ADR does not replace the Grievance Process or the Equal Employment Opportunity (EEO) Complaint Process. Entering ADR does not mean that the employee has given up any rights in the EEO Complaint Process. ADR actually adds 60 days to the process, to give the participants the

opportunity to discuss their dispute and try to work out a mutual agreement whereby, each party can work together to meet the goals and carry out the mission of the FAA.

It is simple to enter the ADR Process, the employee contacts their EEO Counselor with the request to participate in the ADR process. The EEO counselor will contact the Civil Rights Staff; and a mediation panel would be convened. ADR is a WIN/WIN situation, enabling all involved in the dispute to come to a mutually agreeable solution to their problem. Please consider this method the next time you are involved in a

*workplace dispute and remember all participants come out **WINNERS.***

For more information on ADR, please contact a member of the Civil Rights' Staff, ACT-9 at x6675, or visit our website –

[Http://intraweb.tc.faa.gov/webpages/civil_rights/cr.htm](http://intraweb.tc.faa.gov/webpages/civil_rights/cr.htm)



Hi Everyone -- Just wanted to send out a reminder about the **Surf Baseball Game and Picnic ACT-30 is sponsoring.** It is open to anyone and everyone who might like to attend (i.e., FAA, Contractors, family, friends, etc.) **Tickets must be reserved in advance!**

The date is Friday, July 13. The picnic begins at 5:30 p.m. and the game begins at 7:05 p.m. There will also be a Fireworks Display following the game!! **Cost is \$18.00 per person and includes an Upper Level Seat and an All-you-can-eat Picnic.**

Tickets can be reserved now, but no later than July 1 by contacting one of the following:

Kathy Fleming, ACT-30, x6141,
Kelley Drewes, ACT-10, x6613,
Connie Moran, ATQ-1, x5031,
Tama Nelson, AAR-540, x5248,
Barbara Schwartz, ACT-200, x6012,
Maria Lemmetti-Fane, ACT-600, x6482



Thanks - Kathy



"Mediation"

Vienna L. Drago, ACT-9,
is available to speak at
Division/Branch
All Hands Meetings on the
benefits of using
mediation to resolve
conflicts at the
lowest level possible

Please contact her at 5-5730
or via cc:mail with the
date and time of your next
All Hands Meeting

Thank you!



LET'S TALK !

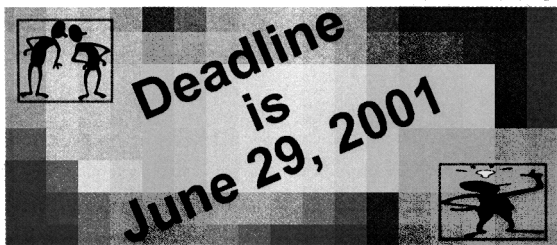


IF YOU WOULD LIKE TO DISCUSS
EQUAL EMPLOYMENT OPPORTUNITY ISSUES
WITH RICHARD NEWMAN,
CIVIL RIGHTS OFFICER,
YOU MAY CONTACT HIM AT
(609) 485-6675 OR VIA CC:MAIL

INTERNET:
RICHARD.NEWMAN@TC.FAA.GOV



If you have any suggestions for an
article or would like to submit an
article, please cc:mail
Kimberly B. Tweedle or write:
FAA William J. Hughes Technical Center



Ms. Kimberly B. Tweedle
Civil Rights Staff, ACT-9
Atlantic City International Airport,
NJ 08405
Kimberly.Tweedle@tc.faa.gov

FAA WILLIAM J. HUGHES TECHNICAL CENTER'S CIVIL RIGHTS STAFF, ACT-9



Richard Newman
Civil Rights Officer
(609) 485-6675



Kathy Henuet
Detail - Secretary
(609) 485-6675

Karen Jost
Equal Employment Opportunity Assistant
(609) 485-6675

Cheryl L. Wilkes
Equal Employment Opportunity Specialist
(609) 485-6676

Margaret R. D'Ambra, Sr.
Equal Employment Opportunity Specialist
(609) 485-4814

Kimberly B. Tweedle
Administrative Support Assistant
(609) 485-7454 (TTY) - Relay Service: 711

Vienna L. Drago
Detail - Equal Employment Opportunity Assistant
(609) 485-5730

Lee Whilden
Detail - Computer Specialist
(609) 485-6729

**WILLIAM J. HUGHES TECHNICAL CENTER
SPECIAL EMPHASIS PROGRAMS/EMPLOYEE ASSOCIATIONS/UNION OFFICIALS**



APAC - Asian and Pacific American Coalition
*President - Ayaz Ahmad, AOS-330
(609) 485-7740*

GLOBE - Gay Lesbian or Bisexual Employees
*Director - Rosanne Weiss, AAR-424
(609) 485-4370*

***NAAN - National Native American/Alaska Native
Coalition of Federal Aviation Employees**
*Representative - Stephen F. Beamer, ACT-230
(609) 485-5823*

***NCFAED - National Coalition of Federal Aviation
Employees with Disabilities**
*Representative - Stephen F. Beamer, ACT-230
(609) 485-5823*

**NBCFAE - National Black Coalition of Federal
Aviation Employees**
*President - Kenneth W. Hitchens, ACT-51
(609) 485-6125*

**NHCFAE - National Hispanic Coalition of Federal Avi-
ation Employees**
*President - José L. Pérez-Torres, ACT-520
(609) 485-5365*

NSBE - National Society of Black Engineers
*President - Angela Lewis, ACT-230
(609) 485-6916*

TWO - Technical Women's Organization
*President - Marie Sharpe, AOS-400
(609) 485-6954*

FWP - Federal Women's Program
*Program Manager - Courtney Dudley, ACT-240
(609) 485-6985*



HEP - Hispanic Employment Program
*Program Manager - Anthony Rodríguez, ACT-411
(609) 485-5396*

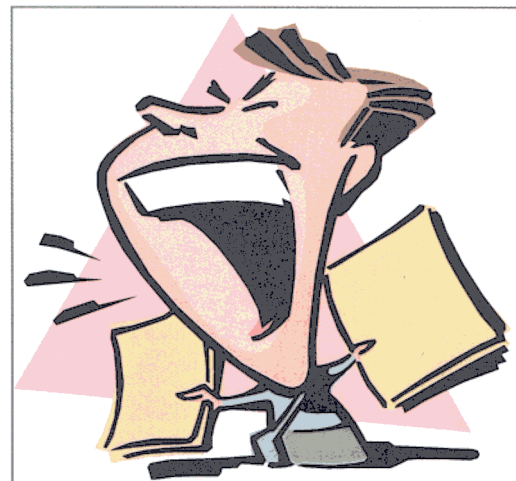
PWDP - People With Disabilities Program
*Program Manager - Stephen F. Beamer, ACT-230
(609) 485-5823*

**NFFE Local 1340 - Lucien (Butch) W. Dansby, ACT-71
(609) 485- 6651**

**AFGE Local 2335 - Harry Krumaker, ACT-630
(609) 485-8640**

**AFGE Local 200 - Brian T. Higgins, AOS-270
(609) 485-4243**

***Currently, there is no local chapter.**
Mr. Stephen F. Beamer is the
FAA William J. Hughes
Technical Center's Representative
for the Coalition



CIVIL WRITES



FAA WILLIAM J. HUGHES TECHNICAL CENTER'S EEG COUNSELORS MAY 2001



Name:	Telephone#:	Organization:
Yulanda L. Beale	(609) 485-5218	ACT-232
James L. Crawford	(609) 485-4765	ACT-51
Luci Holemans	(609) 485-6590	ACT-360
Elimatier Ortiz	(609) 485-8641	ACT-630
Brigham R. Seaver	(609) 485-6941	ACT-540
Raymond C. Stover	(609) 485-4404	ACT-1A
Baxter R. Stretcher	(609) 485-5341	ACT-320
Merkia J. Weathers	(609) 485-5224	ACT-232
Samuel L. Wilson	(609) 485-6249	ACT-410

Federal Law prohibits discrimination against employees and applicants for Federal employment or job opportunities on the basis of race, religion, color, sex, national origin, age (over 40), handicap (physical or mental), or reprisal.

Federal Law prohibits restraint, interference, coercion, discrimination, or reprisal against persons who pursue discrimination complaints, against their representatives, or because of opposition to unlawful discrimination.

An employee or applicant who believes that he/she has been discriminated against, must first consult with an EEO Counselor within 45 calendar days of the incident, or if a personnel action, within 45 calendar days of its effective date.

An employee or applicant who wishes to be an agent for a class of present and/or former employees or applicants and who believes he/she has been discriminated against, must first consult with an EEO Specialist, Civil Rights Staff, ACT-9, within 45 calendar days of the matter or, if a personnel action, within 45 calendar days of its effective date.

Effective March 7, 1998, non-bargaining unit employees may file a complaint of discrimination based on Sexual Orientation. This may be initiated through contacting an EEO Counselor within the same timeframes described above. This is not Federal Law. These new procedures are pursuant to the Secretary's Equal Employment Opportunity Policy Statement and were issued by the Department of Transportation on November 7, 1997. Bargaining Unit Employees that feel they have been discriminated against based on Sexual Orientation should contact their designated unions for information on the grievance process.

If you have any questions regarding the
Discrimination Complaint Process,
please contact a member of the
Civil Rights Staff, ACT-9,
at (609) 485-6675.



Airforce steps up Alternative Dispute Resolution

By Tanya N. Ballard - tballard@govexec.com



Air Force officials Tuesday announced seven new initiatives aimed at expanding the service's alternative dispute resolution (ADR) program.

During the past two years, the Air Force's aggressive ADR program has been so successful in resolving issues concerning both its own employees and contractors that officials have decided to expand it. The seven-step expansion plan, crafted by Darlene Drain, the Air Force's principal deputy assistant secretary for acquisition and management, promotes increased use of ADR and expanded partnerships with contractors.

ADR encompasses a wide range of techniques, including mediation, fact-finding, and arbitration. It is designed to cut the time and cost of traditional administrative and legal procedures that are used to resolve personnel and contractual disputes. Air Force officials said their two-year experiment in ADR has resulted in a 97 percent resolution rate of disputes.

"In this period of declining budgets and manpower, we need to find a way to more effectively use the taxpayer's dollar to benefit the war fighter and ADR is a very effective technique to minimize wasted effort and maximize product for the dollar," said Col. Barry Wilson, assistant secretary of the Air Force for contracting.

Drain's plan includes rewarding contractors for resolving issues in a timely fashion, requiring program managers to report any issues pending for more than a year, creating a system for funding settlements that are less than \$10 million, working with the Defense Secretary to facilitate access to a fund that is used to pay judgments, and challenging the contracting and acquisitions industry to train both Air Force personnel and industry officials in

the use of ADR. The plans also call for recognition of people who have successfully used ADR techniques and a commitment by Druryun to promote ADR throughout the Defense Department.

"These are more than just tools, these are initiatives for problem-solving, to initiate a whole new transformation of the way in which we address business issues," said Joe Diamond, the Air Force's program executive officer for weapons.

The new initiatives were announced at an Air Force ADR Conference in San Antonio, Texas. The conference drew government officials, contracting managers, and attorneys. Conference participants lauded Druryun's efforts.

"This conference demonstrates that the Air Force is on the cutting edge of using dispute resolutions processes to make government contracting more efficient for all concerned," said Peter Steenland, senior counsel for ADR at the Justice Department.

"I hope other federal agencies will learn from the Air Force commitment and adopt similar programs."

The new initiatives reflect a change in the way the Air Force resolves disputes, according to Joe McDade, deputy dispute resolution specialist for the Air Force.

"It involves a mindset change," McDade said. "We want these talented people to get involved much earlier to achieve a win-win business deal that is more beneficial to all concerned."

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LISTING OF THE ARA DIVERSITY ADVOCATES



ARA DIVERSITY ADVOCATES
FEBRUARY 16, 2001

ORGANIZATION DEVELOPMENT:

Assess Organizational Climate

Jack Jackson, ABZ

Analyze Data, Develop Metrics

Rosanne Weiss, AAR-400

Ray Stover, ACT-1A

Assist and Facilitate Resolution of Organizational Issues

Rodger Mingo, ACT-1A

Jacqueline Rehmann, ASD at ACT-500

TRAINING

Provide or arrange for MWE, EEO, diversity training for the ARA work force

Helen Woodland, ASU

Analyze completed training for application in the work force

Viscount Thurston, AND

OUTREACH AND RECRUITMENT

Assess recruitment needs; network with internal and external sources

Sabrina Sanders-Hodge, AAR

Pat Weaver, AAR (at NASA Langley)

Beverly Bond, ASU (focus on people with disabilities)

Coordinate Intern Program

Vincent Nguyen, AND

Coordinate developmental programs

Sharon McMillan, AUA

